

**USAG Ansbach
STRATEGIC PLAN**

Fiscal Year 2007

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1.0 MISSION STATEMENT:

USAG Ansbach provides equitable services and facilities, optimizes resources, sustains the environment, and, enhances the well-being of the military community members to enable mission accomplishment of supported units.

1.1 VISION STATEMENT:

USAG Ansbach – A Perfect Place to Live, Train and Work where a Dedicated Cohesive Team has built a Community in which Customers feel they have received the “Best Service” in Europe.

1.2 VALUES:

- Loyalty
- Duty
- Respect
- Selfless Service
- Personal Courage
- Honor
- Integrity
- Quality
- “Can Do” Attitude
- Stewardship

2.0 RESPONSIBILITIES AND ACCOUNTABILITY:

All soldiers, civilian employees and contractors of the USAG Ansbach Garrison have the responsibility to be familiar with, support and follow this plan. Designated Directors, Staff/Special Staff and key personnel have been assigned as responsible proponents for each of the USAG Ansbach-level Mission Essential Tasks. The proponent for each GARRISON METL item is responsible for the development and coordination of all subordinate goals, objectives and corresponding actions plans. Each proponent will monitor progress and report measurable results on a quarterly basis.

Directorates and Staff/Special Staff will develop goals, objectives and action plans for all major areas of responsibility in support of the USAG Ansbach Strategic Plan.

Performance related to the Strategic Plan is evaluated as part of each key employee’s performance appraisal (OER, NCOER, NSPS). The entire employee population will have accountability incorporated into their performance appraisals and/or efficiency reports. This will be fully implemented by the close of FY07.

3.0 QUALITY COUNCIL PROCESS

The USAG Ansbach Strategic Plan is derived from guidance obtained from higher headquarters and the general guidance provided by the Garrison Commander. The Commander assigns select members of the USAG Ansbach to the Quality Council (QC) and empowers them to develop and

deploy the plan. The military/civilian members of the QC are responsible and accountable for the deployment and execution of the strategic plan. The customer/supplier members provide the QC with input and feedback to the strategic planning process.

The QC conducts a complete review of the strategic plan on a cyclical basis (see Figure 5.2 “USAG Ansbach Strategic Planning Cycle”) in formal semi-annual & annual review workshops. This ensures that the organization’s analysis of the current and changing strategic environment remains linked to the organization’s strategies and measurements critical to success. The Commander is the final review and approval authority for publication of the plan.

3.1 DIRECTORATE/STAFF/SPECIAL STAFF GOALS, OBJECTIVES AND ACTION PLANS:

The Directorates/Staff/Special Staffs have developed goals and objectives which directly support the GARRISON METL, goals, objectives and action plans. Directorate/Staff/Special Staff objectives also have action plans. These action plans, while directly supporting the Directorate/Staff/Special Staff objectives, also serve to assist in the attainment of the GARRISON level goals.

4.0 DISSEMINATION OF THE STRATEGIC PLAN:

The Strategic Plan is communicated and distributed to the entire USAG Ansbach community and other interested parties through; (1) publication of the same, (2) posting of the document on the USAG Ansbach Website, and, (3) further distributed by the chain of command. The USAG Ansbach community is thereby informed regarding our mission, vision and values. This enhances their understanding of their respective role(s) in achieving organizational goals and objectives.

5.0 STRATEGIC PLANNING:

Our strategic planning process can be seen in the flowchart below

Figure 5.2 represents the annual planning cycle deployed by the USAG Ansbach. It is designed to ensure that strategic planning is embedded in the daily operations throughout the command. A formal mid-year review and annual update is conducted to account for any significant strategic environmental/situational changes that may impact on the plan. This allows for the re-direction or re-allocation of assets and resources as appropriate.

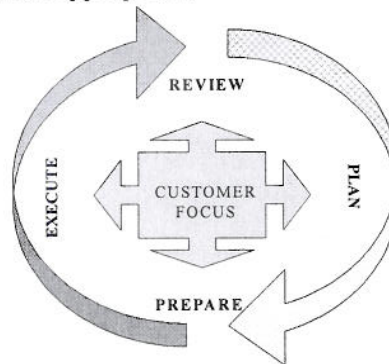


Figure 5.1 The graphic display (above) illustrates the “strategic planning process” and is deployed by the USAG Ansbach.



Figure 5.2 The graphic display (above) illustrates the "annual cycle" beginning each July and continuing thru the succeeding year's September time frame. This is the Strategic Planning Cycle developed and deployed by the USAG Ansbach Garrison.

Directorates/Staff/Special Staff monitor key measurements monthly or as required. A formal quarterly GARRISON level command information update ensures the strategic planning process is embedded in the organization's operational process and keeps members of the command focused on goal attainment.

5.1 The USAG Ansbach Strategic Plan Review Process

Monthly:

- 1 Review of action plans
- 2 Review of key results
- 3 Collect/analyze customer input/feedback
- 4 Team Meetings

Quarterly

- 1 Quality Council (QC) reviews progress toward goal accomplishment with Garrison Commander using key measurements identified for each goal.
- 2 Review and Analysis (R&A)

Semi-annually:

- The Quality Council reviews input to strategic plan (goals, objectives and measures)
- Draft update(s) to the strategic plan will be submitted to the Commander
- Commander reviews and approves updated plan
- The Plans Analysis and Integration Office (PAIO) publishes the updated plan

Annually:

- 1 Quality Council conducts strategic plan update

- i. Review vision, mission, purpose and values
- ii. Review customer and market knowledge
- iii. Review customer satisfaction criteria
- iv. Review key business drivers
- v. Review organizational focus
- vi. Review trends and current strategic environment
- vii. Commander reviews and approves the updated plan
- viii. Publish an updated plan.

6.0 Mission Essential Task List (METL)

The following identifies “Mission Essential Tasks” that USAG Ansbach deems critical for the ability of the organization to provide services:

- 1 Provide Command and Control
- 2 Provide for Public Safety and Security
- 3 Ensure Stewardship of Resources, Environment and Infrastructure
- 4 Support Tactical Unit Operations
- 5 Promote Positive Host Nation Relations and Partnerships
- 6 Provide Community and Family Support Programs and Services
- 7 Promote the Effective Management of Human Resources

7.0 CUSTOMERS: Table 7.1 below identifies customer segments and their key requirements and expectations.

Soldiers Family Members Retirees Local Population Employees Tactical Units Tenant Organizations Garrison Directors Higher Headquarters	Quality Programs Law Enforcement Religious Services Medical Services AAFES, Banking PAO, Media Safety & Health Legal Mission Support-Deployment, Sustainment Re-Integration Logistics Personnel Facilities Force Protection Information Fire Safety EEO	First Class Facilities Maximum Support Safe Environment/Hassle –Free Close/Convenient Medical Exceptions to Policy/Regulations Same as “Back Home” Current, Timely Accurate Information Maximum Quality, Minimum Time, No Cost User-Friendly Customer Services
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Table 7-1

8.0 TRENDS & CURRENT STRATEGIC ENVIRONMENT:

Trends in the following major areas were reviewed and used in developing the USAG Ansbach Garrison Strategic Plan:

- Missions
- Resources (People, Money, Equipment)
- Demographics
- Political Environment
- Threats/Force Protection
- Infrastructure
- Environmental Concerns
- Technology
- Economics

In some cases, assumptions are necessary. The following assumptions are considered to be relevant by the Quality Council in the current organizational strategic climate:

1. Deployment/Family Support will drive the mission for the near future
2. Force Protection will remain dominant
3. Planning & Improvement will be essential to Mission, Goal and Objective Accomplishment
4. Budgets will be constrained
5. Cross-training will be vital to organizational success
6. Competition for MWR services by other organizations/entities for garrison-delivered goods & services will be intense

8.1 SWOT ANALYSIS:

Customer Identified Community Strengths	
1	In-processing New Personnel
2	Installation Appearance/Housekeeping
3	Installation Staging Area Support
4	Family Support During Deployments
5	GARRISON is a Mission Multiplier (Deployed Soldiers Could Focus on Mission Knowing that Their Families were Provided for)
6	Operation Support from the DPTMS
7	Reintegration Operations Support to Returning Units/Soldiers
8	Open Lines of Communication Between GARRISON and Customers
9	GARRISON has Become More Proactive and Flexible – Anticipating Customer Needs instead of Reacting to Them

Customer Identified Opportunities for Improvement	
10	Employee Attitude is Lacking in Some Areas
11	Fight for Your Customers in Competing for Resources
12	Increase in Direct Exchange Items from Returning Soldiers
13	Minimize Borrowed Military Manpower for BASOPS Services
14	Partnering with Units for Area and Activity Support

- | |
|---|
| 15 Telephone System/Automation |
| 16 Involve Us (Units/Customers) in Your APIC/ACOE Efforts |

<u>Strengths</u>

- | |
|---|
| 20 Local National Employee Continuity |
| 21 Flexibility and Agility (Transformation) |
| 22 Enduring Community |
| 23 Environment (Partnership w/Host Nation) |
| 24 Staff – Subject Matter Experts, Well-Trained, Educated |
| 25 Command Billet – 3 year tours |
| 26 Good Command Philosophy/Climate |
| 27 Commitment to Improvement |
| 28 Multi-Tasking |
| 29 RIF Opportunities |
| • Homesteading (Continuity) |

<u>Opportunities</u>

- | |
|--|
| 1 Enduring Installation – Get More Resources |
| 2 More Customers, Services, and Partnerships |
| 3 Becoming a Direct Report Garrison – Affect Change/More Decision Making/Policy Making Opportunities, Expand Employee Knowledge Base |
| 4 Technology – Better Use of Available IT Resources |
| 5 Deployments Present Opportunities to Revise/Review Planning System and Procedures |
| 6 Streamline Processes – Lean Six Sigma, APIC, Quality Management Programs |
| 7 Career Development |
| 8 SGO Review (Continuous) |
| 9 Establishment of IMCOM |

<u>Weaknesses</u>

- | |
|--|
| 1 Lack of Infrastructure |
| 2 Declining Budget |
| 3 Priorities Continually Changing |
| 4 Last Minute Suspenses |
| 5 Insufficient Staffing |
| 6 Slow Hiring Process |
| 7 Disempowerment (SA Approvals) |
| 8 Lack of Equipment Resources |
| 9 Micro-Management |
| 10 Applying CONUS-centric Rules, Regulations, Etc. to OCONUS |
| 11 Staff Burn Out Due to Pace of Change |
| 12 Inability to Provide Proper Training |
| 13 Personnel Turn-Over (5 Year Rule) |
| 14 Lack of Band Width |
| 15 Multi-Tasking |
| 16 Lack of Documented Procedures |
| 17 RIF Impact |

<u>Threats</u>

- 1 Mission Failure - Potential Inadequate and Unqualified Staffing/Resources to meet DRG Standards
- 2 Number of Vacancies/Fill Time inhibits Effectiveness/Efficiency
- 3 Counterproductive Staff – Lack of Clear Direction and Inconsistent Higher HQ Command Priorities
- 4 Non/Miscommunication
- 5 GWOT

9.0 GOALS, SHORT TERM AND LONG TERM OBJECTIVES:

For each METL Task, the USAG Ansbach formulates goals and objectives that function as future-oriented bases for decision-making to achieve success. For each Objective, the Quality Council identifies Measures that quantify performance and measures progress toward goal achievement.

<p>1. Improve Customer Satisfaction</p> <p>2. Develop the Workforce</p>	<p>a. Develop/Improve Customer Feedback Processes: Quality Council (1 Mar 07)</p> <p>b. Develop/Initiate Customer Service Training Program: Quality Council (16 Feb 07)</p> <p>c. Successfully Implement NSPS: CMAA/DHR (15 Apr 07)</p> <p>d. Develop Comprehensive Workforce Training Program: Quality Council (1 Apr 07)</p> <p>e. Develop Awards/Incentives Program: Quality Council (1 Apr 07)</p>		<p>-Provide Community and Family Support Programs and Services</p> <p>-Promote the Effective Management of Human Resources</p>
<p>3. Improve Garrison Business Process</p> <p>4. Transition Garrison Operations</p>	<p>f. Identify Garrison Process Improvement: Requirements/Opportunities DMWR (1Jun 07)</p> <p>g. Stand up as a Direct Report Garrison Quality Council (April 07)</p>		<p>-Ensure Stewardship of Resources, Environment, and Infrastructure</p> <p>-Ensure Stewardship of Resources, Environment, and Infrastructure</p>

5. Optimize Use of Resources	<ul style="list-style-type: none"> i. Prioritize/Improve Budget Execution RMO (date) j. Implement Cost Reduction/Optimization Program: DPW (date) 		-Ensure Stewardship of Resources, Environment, and Infrastructure
6. Enhance Mobilization & Readiness Support	<ul style="list-style-type: none"> k. Identify/Validate Customer Requirements: DPTMS (ongoing) 		<ul style="list-style-type: none"> -Support Tactical Units -Provide Command and Control (C2)
7. Improve Garrison Health & Safety	<ul style="list-style-type: none"> l. Decrease Unsafe Acts: Safety (Date) 		-Provide for Public Safety
8. Improve Communications	<ul style="list-style-type: none"> m. Maximize Use of Existing IT Assets: Automation Work Group: (1 Apr 07) n. Develop Comprehensive Communication Plan: Quality Council (1 Apr 07) 		-Provide Command and Control

GLOSSARY OF TERMS

Actions: Specific activities used to achieve the strategic goals and implement the strategic plans. They are specific and measurable activities that keep the organization moving toward fulfilling its strategic themes and achieving its desired future. *(Source: Strategic Planning; Glossary)*

Architecture: The structure of components, their interrelationships, and the principles and guidelines governing their design and evolution over time. *(Source: AR 25-1)*

Continuous Improvement: The improvement of products, services, and processes through incremental and breakthrough innovation that is focused on meeting and exceeding customer needs. *(Source: AR 5-1)*

Customer: Anyone for whom an organization or individual provides goods or services or a person or group who uses the output of a process. External customers reside outside the producing organization. Internal customers reside inside the producing organization. *(Source: AR 5-1)*

Data: Set of discrete, objective facts about events. Data transformed into information by adding value through context, categorization, calculations, corrections, and condensation. Data is facts and figures, without context and interpretation. *(Source: Army Knowledge Management: A Strategic Plan for An Agile Force)*

End-State: Set of required conditions that define achievement of the commander's objectives. *(Source: DOD Dictionary of Military and Associated Terms)*

Expectation: The degree of satisfaction of the requirement (service or product) that the customer anticipates.

Goal: A specific end which resources and effort are expended. *(Source: AR 5-1)*

Human Capital: Tacit knowledge which includes the skills, experience, insight, intuition, and judgment shaped by the past and present. Human capital accounts for the majority of the Army's intellectual capital, or the tacit knowledge that is resident within the mind of each employee, as well as the future capacity and potential for learning that we each have. An equally important asset is our potential. *(Source: Army Knowledge Management: A Strategic Plan for An Agile Force)*

Information: A message, usually in the form of a document or an audible or visible communication meant to change the way the receiver perceives something that has an impact on the receiver's judgment and behavior. Information is data that makes a difference as well as patterns in the data. A collection of facts or data; statistical information. *(Source: Army Knowledge Management: A Strategic Plan for An Agile Force)*

Information Grid: The networks that result from open systems architectures are called information grids. They allow the warrior users to gain access, process, and transport information in near real time to anyone else on the network. Information grids refer to computer controlled networks that

provide virtual connectivity on the demand of the networks that provide virtual connectivity on the demand of the warrior; they support local and area network operations. They are also the basic components of larger grid networks that, when interconnected, support regional, theater, and ultimately a global grid that is also referred to as the infosphere. (Source: *The Joint Doctrine Encyclopedia*)

Information Sharing: The sharing of information is an interaction that can take place between two or more entities in the information domain. These could be between humans, databases, or programs. The ability to share information is key to being able to develop a state of shared awareness as well as being able to collaborate and/or synchronize. (Source: *Understanding Information Age Warfare*)

Information Technology: (A) Any equipment or interconnected system or subsystem of equipment, that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by the executive agency. For purposes of the preceding sentence, equipment is used by an executive agency directly or is used by a contractor under a contract with the executive agency which (i) requires the use of such equipment, or (ii) requires the use, to a significant extent, of such equipment in the performance of a service or the furnishing of a product. (Source: *Department of Defense Information Management (IM) Strategic Plan*)

Knowledge: A fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information for decision-making. (Source: *Army Knowledge Management: A Strategic Plan for An Agile Force*)

Knowledge Assets: Business data, information, and knowledge. (Source: *Army Knowledge Management: A Strategic Plan for An Agile Force*)

Knowledge Management (KM): An integrated approach to identify, manage, and share all of an organization's information assets, including management information systems (databases, documents, policies, and procedures), learning processes, and personnel expertise, to fulfill organizational objectives. (Source: *AR 5-1*)

Management: The process of acquiring, organizing, and controlling resources (people, money, materiel, facilities, information, time, etc.) to effectively and efficiently accomplish the mission. Management is linked to leadership, just as doctrine, systems, processes, facilities, and equipment are connected to the people who use them. (Source: *AR 5-1*)

Measure of Success: A quantitative or qualitative characterization of performance. (Source: *AR 25-1*)

Mission: The commander's expression of what the unit must accomplish and for what purpose. (Source: *FM 101-5-1*)

Mission Essential Task List (METL): A compilation of collective mission essential tasks which must be successfully performed if an organization is to accomplish its wartime mission(s). (Source: *FM 101-5-1*)

Objective: A statement of the desired result to be achieved within a specified amount of time. (Source: *The Performance Management Handbook; Volume One*)

Performance: The output results that are obtained from processes, products, and services that

permit evaluation and comparison relative to goals, standards, past results, and other organizations. (Source: AR 5-1)

Performance Management: The use of performance measurement information to help set agreed-upon performance goals, allocate and prioritize resources, inform managers to either confirm or change current policy or program directions to meet those goals, and report on the success in meeting those goals. (Source: AR 25-1)

Process: A systematic series of actions directed toward the achievement of a goal. Is the combination of people, machines, equipment, raw materials, methods, and environment that produces a given product or service. (Source: AR 5-1)

Resources: The people, equipment, tools, raw materials, funds, and information a manager requires, enabling the production of a product or service or the achievement of a set goal. (Source: AR 5-1)

Requirement: What the organization must provide to its customers.

SMART Acronym: The components of a sufficient measurement/data collection process

S – Specific

M – Measurable

A – Attainable

R – Realistic

T – Timely

Strategic Plan: The document produced by the process by which an organization envisions its future and develops special management strategies and action or implementation plans to achieve that future. (Source: AR 5-1)

Strategic Planning: A continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured. (AR 25-1)

SWOT Analysis – An organization's process of determining internal "strengths and weaknesses" and external "opportunities and threats".

Tacit Knowledge: Personal knowledge that resides within an individual that relies on experiences, ideas, insights, values, and judgments. Knowledge that is resident within the mind, behavior, and perceptions of individuals. Knowledge developed and internalized by an individual over a long period of time incorporating so much accrued and embedded learning that its rules may be impossible to separate from how an individual acts. (Source: Army Knowledge Management: A Strategic Plan for An Agile Force)

Task: A well-defined unit of work having an identifiable beginning and end that is a measurable component of the duties and responsibilities of a specific job. (Source: The Performance Management Handbook; Volume One)

Vision: A description of the future; the most abstract description of the desired end-state of an organization or activity at an unspecified point in the future. (Source: AR 25-1)